

**AUSA SPEECH
RICHMOND, VIRGINIA
May 20, 2002**

GOOD AFTERNOON, LADIES AND GENTLEMEN. THANK YOU, GENERAL KERN FOR THAT WARM INTRODUCTION.

INTRODUCTION

I AM DELIGHTED TO BE WITH YOU TODAY, AND AM ESPECIALLY PLEASED TO BE ABLE TO SPEAK WITH THE PREMIER GATHERING OF ARMY LOGISTICIANS FROM AROUND THE WORLD TO TALK ABOUT ONE OF MY FAVORITE SUBJECTS: LOGISTICS.

IT IS ESPECIALLY GRATIFYING TO COME TO A GATHERING OF PEOPLE WHO MANAGE SOME OF THE MOST COMPLEX LOGISTICS ENTERPRISES IN GOVERNMENT, AND WHO UNDERSTAND, INTELLECTUALLY AND INTUITIVELY, THE IMPORTANCE OF THEIR BUSINESS TO THE OVERALL READINESS OF DoD AND THE ARMY.

SO, I LOOK FORWARD TO OUR DISCUSSION AND BELIEVE YOU'RE GOING TO HAVE A PRODUCTIVE AND INFORMATIVE MEETING, BASED ON YOUR ROSTER OF SPEAKERS AND INTERESTING PROGRAM PANELS. THANK YOU FOR INCLUDING ME.

THE FUTURE AND MAKING PREDICTIONS

TODAY, I WOULD LIKE TO SPEND A FEW MINUTES TALKING ABOUT THE FUTURE, BECAUSE THE GREAT TRANSFORMATION EFFORT THAT YOU HAVE UNDERWAY IN THE ARMY, AND THAT WE HAVE THROUGHOUT THE DEPARTMENT, IS ABOUT MIGRATING TO A FUTURE LOGISTICS ENTERPRISE.

INHERENT IN ANY VISION OF THE FUTURE IS THE ACT OF PREDICTION; AND WE ALL KNOW THAT PREDICTING THE FUTURE IS RISKY BUSINESS, UNDER THE BEST OF CIRCUMSTANCES.

I THOUGHT IT MIGHT BE USEFUL TO LOOK AT SOME PREDICTIONS MADE BY INDIVIDUALS WITH SOME OF THE BEST MINDS IN OUR COUNTRY ABOUT THEIR VISION OF THE FUTURE AS IT RELATES TO TECHNOLOGICAL ADVANCES, MANY MADE IN OUR LIFETIME:

FIRST, “THERE IS NO LIKELIHOOD MAN CAN EVER TAP THE POWER OF THE ATOM.” – A PREDICTION MADE BY ROBERT MILIKAN, NOBEL PRIZE WINNER IN PHYSICS, 1923.

“MAN WILL NEVER REACH THE MOON, REGARDLESS OF ALL FUTURE SCIENTIFIC ADVANCES.” –DR. LEE DEFOREST, INVENTOR OF THE TELEVISION.

“I THINK THERE IS A WORLD MARKET FOR MAYBE FIVE COMPUTERS,” –THOMAS WATSON, CHAIRMAN OF IBM, 1943.

“COMPUTERS IN THE FUTURE MAY WEIGH NO MORE THAN 1.5 TONS.” –POPULAR MECHANICS MAGAZINE, FORECASTING THE RELENTLESS MARCH OF SCIENCE IN 1949.

“I HAVE TRAVELED THE LENGTH AND BREADTH OF THE COUNTRY AND TALKED WITH THE BEST PEOPLE, AND I CAN ASSURE YOU THAT DATA PROCESSING IS A FAD THAT WON’T LAST OUT THE YEAR.” --THE EDITOR IN CHARGE OF BUSINESS BOOKS AT PRENTISS HALL, 1957.

“BUT WHAT IS IT GOOD FOR?” --AN ENGINEER AT THE ADVANCED COMPUTING SYSTEMS DIVISION OF IBM IN 1968...COMMENTING ON THE MICROCHIP.

“THERE IS NO REASON ANYONE WOULD WANT A COMPUTER IN THEIR HOME.” --KEN OLSEN, PRESIDENT, FOUNDER, AND CHAIRMAN OF DIGITAL EQUIPMENT CORPORATION IN 1977.

AND LAST BUT NOT LEAST, “640K OUGHT TO BE ENOUGH FOR ANYBODY.” --BILL GATES, 1981.

PREDICTING IS RISKY BUSINESS

...SO, WE KNOW THAT PREDICTING IS RISKY BUSINESS; BUT THAT DOES NOT, UNDER ANY CIRCUMSTANCES, MEAN WE SHOULD NOT ENGAGE IN IT. BY BRINGING TOGETHER THE WEALTH OF KNOWLEDGE AND EXPERTISE THROUGHOUT THE ARMY AND DoD,

WE REDUCE THE LIKELIHOOD OF ERROR AND CAN SHAPE THE FUTURE WITH CONFIDENCE...OR THE FUTURE, MOST DEFINITELY, WILL SHAPE US.

WE MUST NOT ONLY PREDICT OR ENVISION THE FUTURE, BUT WE MUST LEAD THE WAY TO ITS IMPLEMENTATION AND DAILY MANAGEMENT. THE ESSENCE OF LEADING IS PUTTING INTO PLACE THE CONDITIONS FOR THE SUCCESS FOR YOUR SUCCESSOR'S SUCCESSOR. THAT MEANS MAKING DECISIONS, HARD DECISIONS. BY DOING SO NOW, YOU'LL SET THE CONDITIONS FOR YOUR ARMY'S FUTURE, AND YOU WILL MAKE A DIFFERENCE.

WE ARE NOT PROPOSING THAT WE TAKE FOOLISH RISKS; BUT NEITHER SHOULD WE BE SO RISK AVERSE THAT WE ARE TOO CONSERVATIVE OR TENTATIVE TO THINK OR ACT OUTSIDE THE BOX. AN OCCASIONAL "WILD GOOSE CHASE" IS HEALTHY. ...AFTER ALL, THAT'S WHAT WILD GEESE ARE FOR.

IT IS AN EXCITING TIME TO BE A LOGISTICIAN. THE TECHNOLOGY THAT'S EXPLODING IN THE MARKETPLACE IS GIVING US TOOLS WE COULD SCARCELY HAVE CONCEIVED OF AS RECENTLY AS TEN YEARS AGO. AND IT'S PROVIDING EXCITING NEW OPPORTUNITIES TO MANAGE MORE EFFECTIVELY THAN BEFORE THIS EXTRAORDINARILY LARGE AND COMPLEX LOGISTICS ENTERPRISE OF OURS.

WARFIGHTING AS A JOINT VENTURE

IT HAS ALWAYS BEEN TRUE, BUT IS MORE CLEARLY EVIDENT TODAY, THAT WARFIGHTING IS...AND WILL REMAIN...A JOINT VENTURE AMONG THE SERVICES, DLA, AND OTHER SUPPORT PROVIDERS. CERTAINLY NO SERVICE CAN STAND ALONE IN TODAY'S OPERATING ENVIRONMENT. FOR THAT MATTER, NO COUNTRY IS LIKELY TO STAND ALONE IN TODAY'S WARFIGHTING SCENARIOS.

THAT BEING SO, I BELIEVE IT IS CRITICALLY IMPORTANT THAT WE EMBRACE THE NOTION OF AN END-TO-END INTEGRATED LOGISTICS CHAIN. BY THAT, I MEAN THAT WE HAVE TO LOOK AT THE THEATER OF OPERATION AND THE SUPPORT TO THAT THEATER AS AN, INTEROPERABLE, INTEGRATED LOGISTICS ENTERPRISE, WITH EACH SERVICE, AGENCY, SUPPORT COMMAND, AND ALLY BRINGING ITS UNIQUE CAPABILITIES TO BEAR IN ORDER TO DELIVER A COORDINATED SUPPORT CAPABILITY TO THE WARFIGHTER.

TODAY, AS I TOURED THE EXHIBITS IN THE HALL OUTSIDE, ESPECIALLY THE AMC EXHIBIT ILLUSTRATING THE TOOLS AVAILABLE TO HELP MANAGE THE ARMY'S LOGISTICS SYSTEM, I WAS STRUCK BY HOW MUCH THE LOGISTICS COMMUNITY CAN LEARN FROM ITS VARIOUS PARTNERS. BY EACH PARTNER'S BREAKING OUT OF ITS BIAS, OPERATING PARADIGM, AND

PROTECTIVE STANCE, IT CAN FREE ITSELF TO ADOPT GOOD IDEAS FROM ANY NUMBER OF SOURCES.

OUR ONLY GOAL SHOULD BE TO BUILD THE MOST CAPABLE AND EFFECTIVE LOGISTICS STRUCTURE TO SUPPORT THE WARFIGHTER. AS PRESIDENT LINCOLN ONCE SAID, “THE DOGMAS OF THE QUIET PAST ARE INADEQUATE TO THE STORMY PRESENT...AS OUR CASE IS NEW, SO WE MUST THINK ANEW, AND ACT ANEW. WE MUST DISENTHRALL OURSELVES, AND THEN WE SHALL SAVE OUR COUNTRY.”

WAR ON TERRORISM: NEW LOG REQUIREMENTS

THIS WAR ON TERRORISM IN WHICH WE ARE NOW ENGAGED...AND I BELIEVE WE HAVE ONLY JUST BARELY BEGUN TO FIGHT...IS GOING TO TAX US OPERATIONALLY IN WAYS WE HAVE YET TO COMPREHEND. TO CONTINUE TO PROTECT OUR ALLIES, OUR GLOBAL NATIONAL SECURITY INTERESTS, AND OUR HOMELAND, WE ARE TRULY GOING TO HAVE TO BE MORE FLEXIBLE AND RESILIENT TO RESPOND QUICKLY AND EFFECTIVELY...TO PERHAPS MORE THAN ONE THEATER AT A TIME. THIS IS NOT AN ENVIRONMENT WE HAVE EXPERIENCED IN OUR LIFETIME, AND WE ARE MOST ASSUREDLY NOT CURRENTLY STRUCTURED TO SUPPORT IT.

MORE THAN EVER BEFORE, LOGISTICIANS WILL BE AT THE CENTER OF WHATEVER ACTION OCCURS, BECAUSE

LOGISTICIANS HAVE ALWAYS BEEN THERE TO MAKE OUR WARFIGHTING CAPABILITY POSSIBLE...THROUGH THE DELIVERY OF TROOPS, BEANS, BULLETS, BLACK OIL, AND IN TODAY'S ENVIRONMENT, A DIZZYING ARRAY OF TECHNOLOGY.

JOINT DOCTRINE SAYS THAT "LOGISTICS SETS THE CAMPAIGN'S OPERATIONAL LIMIT." IN TODAY'S ENVIRONMENT, WHEN WE TALK ABOUT "SETTING A CAMPAIGN'S LIMIT," THE WORD "LIMIT" MUST MEAN "EXPAND," AND NOT "CONSTRAIN." THAT IS NOW BOTH OUR CHARTER AND OUR CHALLENGE.

CHALLENGES

AND INDEED WE DO HAVE MAJOR CHALLENGES. I APPRECIATE JUST HOW DEMANDING TODAY'S OPERATING ENVIRONMENT IS FOR LOGISTICIANS. (1) WE'RE DELIVERING WORLD CLASS SUPPORT OPERATIONS DESPITE UNSYNCHRONIZED BUSINESS PROCESSES AND WITH ANTIQUATED, NON-INTEROPERABLE LEGACY SYSTEMS THAT PROVIDE LITTLE VISIBILITY, ACTIONABLE DATA, OR SITUATIONAL AWARENESS. OUR FOLKS ARE ACCOMPLISHING THIS LEVEL OF SUPPORT THROUGH BRUTE FORCE AND SHEER DETERMINATION.

(2) AND IN TRYING TO MEET ALL CINC REQUIREMENTS AND TO TRANSFORM AT THE SAME TIME, WE'RE OVERTAXING OUR LIMITED RESOURCES. WE'RE DEVELOPING AND FIELDING NEW SYSTEMS, SHUTTING DOWN OLD ONES, PAYING LARGE DOLLARS

TO MAINTAIN CURRENT SYSTEMS THAT HAVE BEEN IN SERVICE FOR THIRTY YEARS OR MORE, FIGHTING A WAR, SUSTAINING FORCES IN VARIOUS SITUATIONS AROUND THE WORLD, AND PROTECTING OUR HOMELAND. I'M REMINDED OF AN OBSERVATION OF THOMAS JEFFERSON, WHO ONCE SAID HE FELT AS IF HE WERE HOLDING A WOLF BY THE EARS. HE WASN'T SURE HE COULD HOLD ON TO IT, BUT HE DARN SURE KNEW HE COULDN'T TURN IT LOOSE.

(3) AND, I ALSO RECOGNIZE THAT THE ARMY IS UNDERGOING THE MOST SIGNIFICANT TRANSFORMATION THAT'S BEEN SEEN IN THIRTY YEARS: TRANSFORMATION OF ITS DOCTRINE, STRUCTURE, EQUIPMENT, AND LOGISTICS BUSINESS PROCESSES. THESE CHANGES WILL TOUCH EVERY ASPECT OF THE ARMY AND WILL HAVE A MAJOR IMPACT ON OUR LOGISTICS ENTERPRISE. THE INCREASING COMPLEXITY OF THE EQUIPMENT, THE OPERATIONAL TEMPO, THE DEPLOYMENT AND SUSTAINMENT VELOCITIES, ALONG WITH THE REQUIREMENT TO SUPPORT LEGACY SYSTEMS (WHICH HAVE NOT BEEN AND PROBABLY WON'T BE MODERNIZED) HAVE ADDED NEW CHALLENGES. (PAUSE)

TRANSFORMATION

NOTWITHSTANDING CHALLENGES, TRANSFORMATION TO ACHIEVE THE NEW NATIONAL SECURITY OBJECTIVES OF A MORE RAPID, MOBILE, AND LIGHT FORCE CAPABILITY MUST OCCUR;

THAT IS INDISPUTABLE. ALSO INDISPUTABLE IS THE FACT THAT THE SUCCESS OF THIS OVERALL TRANSFORMATION WILL BE DETERMINED BY THE SUCCESS OF THE LOGISTICS TRANSFORMATION YOU ARE ALL LEADING IN THE ARMY TODAY.

IN FACT, IT IS NOT AN OVERSTATEMENT TO SAY THAT THERE WILL NOT BE AN OVERALL ARMY TRANSFORMATION WITHOUT A STRONG, TRANSFORMED LOGISTICS STRUCTURE. THAT IS WHY PROGRAMS LIKE WHOLESALE LOGISTICS MODERNIZATION (WHICH SHOULD BE RENAMED LOGISTICS MODERNIZATION), A SINGLE STOCK FUND, THE NATIONAL MAINTENANCE PROGRAM, AND AN INTEGRATED LOGISTICS SYSTEM AT THE RETAIL LEVEL THAT PROVIDES BETTER VISIBILITY OF ASSETS AND ACTIONABLE DATA ARE SO IMPORTANT TO THIS ARMY TRANSFORMATION.

STRONG OSD ROLE

I CAN ASSURE YOU THAT YOU HAVE THE STRONG SUPPORT OF MY OFFICE AS YOU GO THROUGH THIS DEMANDING PROCESS, AND I WOULD LIKE TO SHARE YOUR GOOD IDEAS AND LESSONS LEARNED ACROSS DoD.

BUT I WOULD BE REMISS IF I LEFT THIS FORUM TODAY WITHOUT TELLING YOU ABOUT THE IMPORTANT ROLE OSD WILL PLAY IN THIS TRANSFORMATION PROCESS. NO ONE ORGANIZATION CAN OR SHOULD TRANSFORM IN A VACUUM, NO MATTER HOW GOOD THEIR PLAN IS. IN FACT, MANY OF THE CHALLENGES WE HAVE

TODAY ARE THE RESULT OF INDIVIDUAL SERVICE OR PARTNER OPTIMIZATION. BY OPTIMIZING THE PARTS OVER DECADES, DoD HAS SUB-OPTIMIZED ITS TOTAL SUPPORT CAPABILITY.

FUTURE LOGISTICS ENTERPRISE AND JLB/DLEB: MISSION

TO REMEDY THIS, I HAVE LAID OUT THE VISION FOR THE FUTURE LOGISTICS ENTERPRISE AND FORMED THE JOINT LOGISTICS BOARD (JLB), WHICH IS MADE UP OF THE LOGISTICS COMMUNITY'S SERVICE PROVIDERS AND CUSTOMERS, TO PRESIDE OVER ITS IMPLEMENTATION. I HAVE ALSO ESTABLISHED ITS SUPPORT ORGANIZATION, THE DEFENSE LOGISTICS EXECUTIVE BOARD (DLEB), WHICH HEADS UP THE CURRENT SIX (6) IPTs: TO ENSURE THAT ALL SUPPORT PARTNERS MEET WARFIGHTER REQUIREMENTS THROUGH AN INTEGRATED, END-TO-END LOGISTICS CHAIN CHARACTERIZED BY INTEROPERABILITY, COMMON BUSINESS PROCESSES, AND ENTERPRISE INTEGRATION.

BOARD OBJECTIVES

WITH THE COOPERATION OF THE JOINT STAFF, DLA, DCSLOGS, SYSCOMS, MATERIEL COMMANDS, AND TRANSCOM, WE'RE FOCUSING ON THREE KEY AREAS: (1) END-TO-END WEAPON SYSTEM SUPPORT, (2) END-TO-END CUSTOMER SERVICE OR COMBAT SUPPORT, AND (3) END-TO-END INFORMATION OR

ENTERPRISE INTEGRATION. WE'LL BE ACHIEVING THESE THROUGH THOSE SIX IPTs.

End-to-End Weapon System Support

LET'S FIRST TALK ABOUT END-TO-END WEAPON SYSTEM SUPPORT. WHAT DOES IT MEAN?

FIRST, (1) IT MEANS A FULLY INTEGRATED LIFE-CYCLE DEVELOPMENT PROCESS THAT CONSIDERS LIFETIME SUSTAINMENT UP FRONT IN THE DEVELOPMENT CYCLE. THAT MEANS DEVELOPING AND DEPLOYING EQUIPMENT IN A MANNER THAT CONSIDERS SUPPORTABILITY, SUSTAINMENT, AND FOOTPRINT DELIBERATELY, NOT AS AFTERTHOUGHTS, AS HAS OCCURRED TOO MANY TIMES IN THE PAST. AND THAT MEANS PUTTING OUR MONEY WHERE WE SAY OUR PRIORITIES ARE, AND MAKING THOSE FACTORS KEY PERFORMANCE CRITERIA.

(2) IT THEN MEANS CONTINUING THE SINGLE-POINT ACCOUNTABILITY FOR WEAPON SYSTEMS ACHIEVED DURING THE ACQUISITION PHASE THROUGH THE SUSTAINMENT PHASE, AND PROVIDING VISIBILITY OF THE COSTS TO SUPPORT WEAPON SYSTEMS. TOTAL LIFE CYCLE SYSTEMS MANAGEMENT ALSO MEANS THAT CUSTOMERS WILL BUY PERFORMANCE FROM SYSTEMS MANAGERS, WHO WILL THEN BUY SUPPORT FROM SERVICE PROVIDERS THROUGH CUSTOMER SERVICE AGREEMENTS.

(3) IT ALSO MEANS (a) STRIKING A BALANCE BETWEEN OUR ORGANIC BASE, WHICH MUST COMPRISE THE “STRIKE FORCE” OF OUR MOBILIZATION CAPABILITY, AND THE COMMERCIAL BASE, UPON WHICH WE DEPEND TO SUSTAIN US AND (b) BUILDING THE KIND OF PARTNERSHIPS WITH INDUSTRY WHICH WILL ENCOURAGE DEPOT MODERNIZATION, REDUCE COSTS TO REPAIR, IMPROVE DEPOT PERFORMANCE, AND INCREASE WEAPON SYSTEM AVAILABILITY.

YOU HAVE DEPOT MAINTENANCE PARTNERSHIPS WITH INDUSTRY AT MANY OF YOUR DEPOTS AND ARSENALS NOW. FOR EXAMPLE, THE RECENT ISO 9000 CERTIFICATION OF RED RIVER ARMY DEPOT, THE ENTIRE DEPOT OPERATIONS, AND THE WORK YOU ARE DOING IN DEVELOPING LEAN MANUFACTURING PROCESSES WILL MAKE THESE PARTNERSHIPS BOTH ATTRACTIVE AND EFFECTIVE.

(4) END-TO-END WEAPON SYSTEMS SUPPORT ALSO MEANS INVESTING IN LEGACY WEAPONS SYSTEMS THAT WILL BE WITH US TWENTY OR THIRTY MORE YEARS TO INCORPORATE NEW PREDICTIVE AND DIAGNOSTIC TECHNOLOGIES THAT INDUSTRY HAS OR WILL DEVELOP TO GIVE A TRANSFORMED ARMY A TRANSFORMED CAPABILITY: THE ABILITY TO MOVE FROM UNSCHEDULED TO PLANNED MAINTENANCE. WITH CONDITION-BASED MAINTENANCE +, WE WILL BE ABLE TO PREDICT THE

FAILURE RATE OF EQUIPMENT, INSTEAD OF GUESSING AT MATERIEL DEMAND.

End-to-End Customer Service or Combat Support

END-TO-END CUSTOMER SERVICE OR COMBAT SUPPORT IS ANOTHER MAJOR EFFORT WE HAVE UNDERWAY. THE ESSENTIAL INGREDIENT HERE IS AN END-TO-END DISTRIBUTION PROCESS THAT SERVES THE NEEDS OF LOGISTICS LEADERS AND MANAGERS AT EVERY LEVEL. THIS END-TO-END PROCESS REPRESENTS THE OVERDUE CONVERGENCE OF THE SUPPLY AND TRANSPORTATION PROCESSES TO DELIVER READINESS AND CAPABILITY AT THE TACTICAL LEVEL, A CAPABILITY THAT ENABLES US TO BUY RESPONSE, INSTEAD OF INVENTORY AT THE NATIONAL LEVEL.

WE HAVE A GOOD DEAL OF WORK TO DO TO TIE THESE IMPORTANT PROCESSES TOGETHER. THE STRATEGIC DISTRIBUTION INFORMATION AND IN-THEATER DISTRIBUTION PIECES WILL BE PARTICULARLY CHALLENGING, BUT WE ARE MAKING PROGRESS. ULTIMATELY THIS EFFORT WILL MEAN THAT THROUGHOUT THE DISTRIBUTION PROCESS, EACH PARTNER IN THE CHAIN WILL BE PLAYING TO ITS STRENGTH, ITS CORE COMPETENCY. IT WILL ALSO MEAN THAT A BATTALION COMMANDER AND A COSCOM COMMANDER, OR THE COMMANDER OF A THEATER SUPPORT COMMAND, OR A UNIFIED COMMAND J-4 WILL HAVE THE CRITICAL INFORMATION THEY

NEED TO MANAGE AT THEIR LEVEL. AND THAT FINALLY, THE WARFIGHTER WILL BE ABLE TO RELY ON TIME-DEFINITE DELIVERY OF MATERIEL.

ADDITIONALLY, THROUGHOUT OUR CUSTOMER SERVICE EXAMINATION, WE'LL BE EXAMINING THE NUMEROUS EXECUTIVE AGENTS FOR VARIOUS ACTIVITIES TO SEE WHICH SHOULD BE ELIMINATED AND WHICH SHOULD BE ADDED.

IT SHOULD BE NOTED THAT THROUGHOUT OUR EFFORTS TO MIGRATE TO A FUTURE ENVIRONMENT, ALL SERVICE PROVIDERS WILL BE MEASURED BY THEIR CUSTOMERS THROUGH CUSTOMER SERVICE AGREEMENTS. JUST AS IN THE COMMERCIAL WORLD, WE ALL MUST BE HELD ACCOUNTABLE TO PERFORM OUR SERVICES TO A STANDARD PRESCRIBED BY THE CUSTOMER.

End-to-End Information or Enterprise Integration

PERHAPS THE MOST IMPORTANT INITIATIVE WE ARE WORKING TODAY IN ALL THE SERVICES AND DLA IS THE ENTERPRISE INTEGRATION PROCESS. THIS EFFORT IS VITAL TO OUR OVERALL TRANSFORMATION, AND IS THE ENABLER OF ALL OUR EFFORTS. IT IS CRITICAL THAT WE CAPITALIZE ON THE DRAMATICALLY IMPROVED CAPABILITIES THIS TRANSFORMATION CAN BRING. IF WE DO NOT DO THIS RIGHT, THERE WILL BE NO TRANSFORMATION!

ENTERPRISE INTEGRATION HAS TO INCLUDE ALL ACTIVITIES. THAT MEANS LOGISTICS AND OPERATIONS; IT MEANS TACTICAL AND NATIONAL; IT MEANS CROSS-SERVICE FOR JOINT OPERATIONS, AND COMMON FUNCTIONS AND PROCESSES. IT ALSO MEANS THE FULL INTEGRATION OF OUR LOGISTICS BUSINESS PROCESSES SUCH AS ACQUISITION, MAINTENANCE, SUPPLY, CONTRACTING, FINANCIAL MANAGEMENT, AND HUMAN RESOURCE MANAGEMENT. IT MEANS MOVING OUR THINKING FROM A NARROWLY FOCUSED DIMENSION...SUCH AS “SUPPLY CHAIN MANAGEMENT”...TO A MORE BROADLY FOCUSED PERSPECTIVE OF “LOGISTICS CHAIN MANAGEMENT,” WHICH TIES TOGETHER ALL OF OUR LOGISTICS ENTERPRISES.

HUMAN RESOURCES: EDUCATION AND TRAINING

IT ALSO MEANS THE BEGINNING OF THE EDUCATION AND TRAINING PROCESS FOR OUR PEOPLE TO THINK ABOUT OUR COMPLEX AND CRITICAL WARFIGHTING CAPABILITY IN DIFFERENT WAYS THAN WE HAVE IN THE PAST. WE NEED TO TRAIN THEM TO THINK COMPREHENSIVELY, INSTEAD OF FUNCTIONALLY. PEOPLE AND EDUCATION ARE KEY ELEMENTS OF THIS TRANSFORMATION PROCESS, AND IF WE IGNORE THE HUMAN DIMENSION OF THIS EFFORT, WE WILL SURELY FAIL.

LEADERSHIP

AND THAT BRINGS ME TO MY FINAL POINT, WHICH IS SIMPLY THE REAFFIRMATION THAT THIS TRANSFORMATION PROCESS IS NOT JUST ABOUT THE MANAGEMENT OF OUR BUSINESS. WE WILL NOT SUCCEED BY SIMPLY MANAGING OUR WAY THROUGH VARIOUS ACTIVITIES. WE'LL SUCCEED THROUGH LEADERSHIP: LEADING OUR PEOPLE TO SUCCESS.

THAT IS WHY THESE GATHERINGS ARE SO IMPORTANT TO ALL OF US. WE MUST WORK TOGETHER...WE MUST UNDERSTAND TOGETHER...AND WE MUST STAND TOGETHER IN THE LOGISTICS COMMUNITY...IF THE DEFENSE ESTABLISHMENT, OF WHICH WE ARE ALL A PART, IS TO SERVE THE NEEDS AND INTERESTS OF OUR NATION.

CLOSING

I AM HONORED TO BE A MEMBER OF THIS DISTINGUISHED PROFESSIONAL COMMUNITY, AND I LOOK FORWARD TO WORKING CLOSELY WITH YOU DURING MY "TOUR OF DUTY" TO MAKE LOGISTICS WORK FOR THE SOLDIERS, SAILORS, AIRMEN, AND MARINES; THAT WILL BE THE MEASURE OF OUR SUCCESS.

WORKING TOGETHER WITHIN A COOPERATIVE LOGISTICS COMMUNITY, WITH A SERVICE PERSPECTIVE INSTEAD OF A SERVICE BIAS, WILL MAKE THE WARFIGHTERS BENEFICIARIES OF WHAT WE DO FROM THIS POINT FORWARD, AND WILL ENSURE

**THAT OUR FUTURE LOGISTICS ENTERPRISE “EXPANDS” THE
LIMITS OF THIS CAMPAIGN AGAINST TERRORISM AS ARMY
LOGISTICIANS HAVE DONE IN EVER WAR THIS NATION HAS
FOUGHT. THAT IS A PREDICTION OUR LOGISTICS COMMUNITY
CAN REALIZE.**

**I STAND WITH YOU, AND WISH YOU WELL AND MUCH SUCCESS IN
THIS VITAL WORK OF YOURS.**

**GOD BLESS OUR MEN AND WOMEN IN UNIFORM IN HARM’S WAY,
GOD BLESS YOU, AND GOD BLESS AMERICA.**

THANK YOU.